

Performance Excellence



TOOL: Creating a Performance Excellence Culture



Key Tip!

Performance excellence sponsors and leaders partner with their union representatives to make UBTs work!

As unit-based teams engage in performance improvement work, they help build a culture of performance excellence.

All levels of employees at KP have accountability for improved practice and performance. When staff are engaged in the process of improvement, the entire process becomes more meaningful.

The culture of an organization is a collection of behaviors, attitudes and values that form a pattern over time.

How Will You Know When You Have a Performance Excellence Culture?

[✓]	When performance excellence behaviors are regularly observed in staff
[✓]	When performance excellence tools and training are used regularly by frontline staff
[✓]	When performance excellence values are clearly communicated by walking the talk
[✓]	When relevant data and information is made readily available to frontline staff
[✓]	When performance excellence work is routine and becomes “core” to the day-to-day duties
[✓]	When thinking is no longer <i>“It’s not my problem,” “I did my part”</i> and <i>“I’m done”</i>
[✓]	When performance excellence language is commonplace and not a “foreign” concept
[✓]	When there is a climate of trust and open sharing toward performance excellence



TOOL: Performance Excellence Behaviors

High-performing organizations share six key qualities. Part of the process for achieving performance excellence at Kaiser Permanente is developing and maintaining these attributes. As a sponsor of unit-based teams, focus on developing these capabilities in yourself, your co-leads and within the overall organization.

Leadership Priority Setting	<ul style="list-style-type: none"> » Leadership team engaged and aligned » Sets clear priorities based on vital few breakthrough performance areas » Priority areas focus on clinical, financial, employee and member/patient indicators
View the System as a Process	<ul style="list-style-type: none"> » Organization leadership teams identify core business processes » Aligns improvement priorities based on vital business needs
Measurement Capability	<ul style="list-style-type: none"> » Set outcomes and improvement process metrics for key areas » Establish performance targets to achieve best in class/national best » Use balanced scorecard system to make process performance a priority
Learning Organization	<ul style="list-style-type: none"> » Surface best practice based on evidence of performance » Share, learn and spread performance capability across enterprise » Focus on top-down and bottom-up execution
Improvement Capability	<ul style="list-style-type: none"> » Create improvement infrastructure and staff » Able to execute from testing through spread of practice at all levels » Unified internal methodology for improvement representing multiple methods » Improvement skills applied immediately to improvement priority
Engagement and Culture	<ul style="list-style-type: none"> » Leaders walk around and understand local level work » Communicate often and visibly about how the improvement efforts of staff connects to organizational priorities » Use of improvement training to teach staff about system mission and priorities, create safe space to explore and learn

Source: Performance Improvement Institute kpnet.kp.org/qrrm/perf_imp/imp_inst/imp_inst_index.html
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